DD/S REGISTRY

FILE _Personnel_ 14

2 April 1964

MEMORANDUM FOR: Director of Personnel

SUBJECT   : Personnel Officers' Conference Follow-up
                    Reports

REFERENCE   : Memo dtd 12 Mar 64 to DD/S fr D/Pers,
                    subj: "Personnel Officers' Conference"

Colonel White has approved your suggestion that hereafter

submissions from the Personnel Officers' Conference last spring

which have been reported from time to time in consolidated form

may now be reported in other channels. We will not require another

report on the Personnel Officers' Conference.

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Executive Officer to the
Deputy Director for Support

EO-DD/S/VRT:fp
Distribution:
  O - Addressee
  1 - DD/S Chrono
  1 - DD/S Subject w/background

19 March 1964

Colonel White:

You inquired about follow-up reports on the Personnel Officers' Conference last spring.

Attached is the latest one, which Personnel requests be made the last. I have marked the items which I think you may wish to read. I recommend that you approve Emmett's suggestion that these matters be reported in other channels for the future.

VRT

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DD/S 6-9-10/96

SECRET

12 MAR 1964

MEMORANDUM FOR: Deputy Director for Support

SUBJECT   :   Personnel Officers' Conference

25X1   REFERENCE   :   Memo from [   ] to Dir. of Personnel,
                           24 January 1964, Same Subject

   1. Last October I sent you a brief summary of actions taken,
in process, and contemplated with respect to the recommendations made
in the seminar reports at the last Personnel Officers' Conference. In
response to reference, I am attaching a brief follow-up report of signifi-
cant developments that have taken place since October in connection
with the Conference recommendations.

   2. Hereafter, instead of providing you from time-to-time with a
consolidated report on these items, I believe you will find it preferable
for us to tell you of significant developments as they occur, either
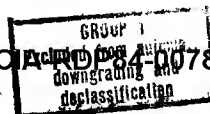through informal contact or through our regular reporting system.

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                           Emmett D. Echols
                           Director of Personnel

Attachment

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SEMINAR TOPICS
FROM
1963 PERSONNEL OFFICERS CONFERENCE

A. THE DEVELOPMENT OF EXECUTIVES

Two significant developments can be reported under this topic:

1. On 7 October 1963, the Office of Training began the first Midcareer Course. This signaled the formal beginning of the Agency's Midcareer Training Program which has the objective of identifying at midcareer "those employees for whom a formal training program should be planned and put into effect in order that their career development may be consistent with their potential and the Agency's needs." The program anticipates that approximately 90 such midcareerists will be identified each year and plans made for their "future training and growth to ensure, to the extent possible, maximum opportunity for the individual and the greatest use of his talents by the Agency." In January the second midcareer group began training. Results from the program, so far, are quite encouraging and augur well its becoming one of the keystones in the Agency's executive development program.

2. On 1 January 1964 a Training Selection Board was established "for the purpose of selecting candidates to participate in external training programs where effective representation of the Central Intelligence Agency is considered by the Board to be a significant criterion for selection." Chaired by the Director of Training, the Board has as its permanent members the Director of Personnel and representatives chosen by the Executive Director - Comptroller and each Deputy Director. In carrying out its responsibilities, the Board will:

   a. recommend the candidates to be nominated by the Agency each year for attendance at the Senior Defense Colleges, the Senior Seminar in Foreign Policy, and the Advanced Management Program at Harvard.

   b. review continually the Midcareer Training Program and recommend ways to ensure its continued and improved effectiveness.

   c. evaluate external training programs, arrange quotas for those of interest to the Agency, and select individuals to undertake such training.

To date, we have had no reaction from the Executive Director - Comptroller to our 31 July 1963 proposal regarding an Agency program to identify and develop "candidates" for senior managerial and executive positions. This is a matter which we believe assumes larger dimensions each year. Some of the actions of the Training Selection Board will contribute to a senior development program, but more needs to be done to: define the objectives of such a program, provide for its executive direction, and flesh out its operating procedures.

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B. PROMOTION POLICY

As suggested in October, we have re-examined the Agency's one-grade promotion policy and discussed it with appropriate component representatives. Nothing was developed in this inquiry to alter our conviction that the policy is sound. And we believe that in its present form [   ] the   25X1
policy provides sufficient latitude for Heads of Career Services to accelerate promotions, including making exceptions to the one-grade, when justified.

The promotion study referred to last October is not complete as yet. However, preliminary results from it shed some light on several key questions discussed at the Personnel Officer's Conference, particularly those questions pertaining to the application of uniform promotion policies throughout the Agency and the various rates of promotional progression. For example, the following table shows the rather surprising similarity in the average age of all employees, by major career service groups, promoted to grades 9 through 16 during FY'63:

Average Age of Staff Employees
Promoted in FY'63

Grade Promoted to	Age Average	CS Group	DDS Groups	DDI Groups
GS-16	44	46	45	42
GS-15	43	43	43	43
GS-14	41	40	43	41
GS-13	38	38	39	37
GS-12	37	37	37	37
GS-11	34	34	35	35
GS-10	34	34	33*	34
GS-09	31	35	30*	31

*DDS figures include JOT's

Some gauge of our willingness to give rapid promotions to outstanding people can be obtained from the next two tables:

Time-in-Grade
of Staff Employees
Promoted in FY'63

Grade Promoted To	Ave. No. Months-in-Grade of Employees Promoted	Total No. Promoted	No. promoted with 12 or fewer months-in-grade
GS-9	22 mos.		
GS-10	39 "		
GS-11	16 "		
GS-12	54 "		
GS-13	59 "		

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Number of Employees
in Selected Grade & Age Groupings
as of 30 June 1963

Grade	Average Age	Age 30 - 34	Age 35 - 39	Age 40 - 44
GS-18	53.9			
GS-17	49.9			
GS-16	47.5			
GS-15	47.6			
GS-14	45.4			

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C. CAREER PLANNING

DD/P is still experimenting with a Headquarters Reassignment Questionnaire.
[   ] SR are using such a form. However, DD/P has reached no final
conclusions yet as to the efficacy of the questionnaire, nor have we;
so our interest in the experiment continues along the lines suggested last
October.

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We are also continuing to monitor developments in other agencies,
particularly State and Defense, regarding career counseling and career
planning, with a view to adopting any appealing new ideas that may be
forthcoming. On this point, State is currently reshuffling its Personnel
Office as a "necessary corollary step to its new Career Management
Program." The January 1964 Department of State Newsletter points out that:

> "The most significant feature of the new plan is the
> establishment of two new line organizations in lieu of
> the present Personnel Operations Division, Employment
> Division, and Career Development and Counseling Staff.

> "One of these is to be responsible for personnel operations
> affecting all officer personnel - [   ] Civil
> Service.

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> "The other is to be responsible for all support staff personnel-
> [   ] Civil Service.

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> "Except for certain functions now assigned to the existing
> Compensation Division, Personnel Services Division, and
> Medical Division, day-to-day personnel operations responsibilities
> will be centered in these two new line organizations."

As State's plans for its new Career Management Program reach fuller
development, they will no doubt be the subject of a good deal more study
and discussion in this Agency.

Another interesting development is the new career program established
by the Army for its civilian employees. The program extends to them many
of the career concepts Army has long applied to its military personnel.
We will be particularly interested in observing how such features of the
program as career counseling and executive development are working out.

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D. INTER-CAREER SERVICE MOVEMENT

Our October report noted that the PAB was considering the advisability of extending to other Agency components the vacancy notice system that has been used for several years in DD/I. Discussions resulted in the conclusion by the PAB that, although the system is of advantage to DD/I and certain elements of DD/S&T (OSI and OEL) and will continue to be used by them, present circumstances do not warrent its extension to other major components.

E. ACCESSIONS FOR A CAREER SYSTEM - RECRUITMENT

Several developments can be reported under this topic:

1. In February a staff proposal was completed which, if approved, will greatly increase the emphasis given to the recruitment of junior professionals. The proposal, carrying the concurrence of the four Deputy Directors, recommended an increase in the annual recruitment objective of the JOT Program from its present level of 150 to a new level of 225, effective 1 July 1964. The principal purpose of this increase is to supply DD/S, DD/I, and DD/S&T with a greater number of promising young "generalists" recruited and trained under JOT auspices. Heretofore, the Program has been oriented very largely toward DD/P and relatively few of its "graduates" have been assigned to other components. The current proposal would alter this arrangement so that all components can share proportionately in JOTP accessions.

2. In December the Executive Director-Comptroller asked that all components update their T/O's and conform them to newly allotted personnel ceilings. Most components have now completed this exercise and the remaining ones are expected to do so within the next few weeks. This latter step, coupled with other moves being made to tie personnel ceilings more closely to budget and program approvals, should provide a greatly improved base for use in projecting both short and long-range personnel requirements.

3. Pursuing the question of whether it is feasible to have a nationwide testing program to screen potential junior professional candidates, the Recruitment Division has had a number of discussions with the A&E Staff and the JOTP. At present they are studying new developments in the Foreign Service testing program, and taking a close look at the Civil Service testing system (FSEE and Management Intern tests), to ascertain whether and to what extent we can use these testing programs in lieu of or to supplement our own.

DD/S 64-0451

D D / S R E G I S T R Y

F I L E *Personnel*

24 January 1964

MEMORANDUM FOR: Director of Personnel

SUBJECT   : Personnel Officers' Conference

1. On 18 October 1963 you responded to the Deputy Director for Support's request of 15 July with a report of the progress being made on the recommendations, suggestions and problems that were discussed at the last Personnel Officers' Conference.

2. Undoubtedly your office and others have made progress since October on both the short and the long range items mentioned in the report. In order that both you and the Deputy Director for Support can be assured that Conference suggestions and agreed upon actions are not overlooked, a follow-up progress report on all items is believed desirable. A report to the Deputy Director for Support by 1 March 1964 will be appreciated.
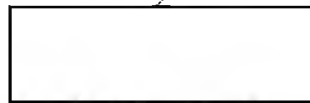
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Assistant to DD/S

SADDS:RBJH:lp (24 Jan 64)
 Distribution:
   Orig & 1 - Adse
         1 - DD/S Chrono
         1 - DD/S Subject